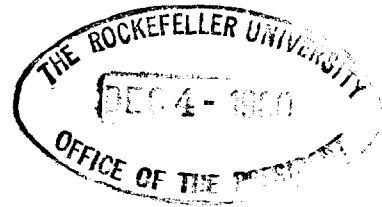


MILBANK MEMORIAL FUND

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NEW YORK, NEW YORK 10021



ROBERT H. EBERT, M.D.
PRESIDENT

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December 1, 1980

Dr. Joshua Lederberg
President
The Rockefeller University
1230 York Avenue
New York, N.Y. 10021

Dear Joshua:

As you may know, Barnard College is engaged in a search for a new President, and I solicit your help in identifying suitable candidates for the position.

Barnard is unique among Colleges for women in that it has its own student body, its own faculty and its own curriculum, but is affiliated with a large and prestigious university. Despite any rumors you may have heard to the contrary, the Barnard Board of Trustees is as determined as ever to maintain the autonomy of the College while continuing its traditional association with Columbia University. Barnard is primarily concerned with undergraduate education; Columbia shares that interest but in addition is greatly interested in research and graduate education. Given these overlapping but differing missions it is not surprising that there are areas of conflict. One has to do with Columbia University policies concerning promotion to tenure since all Barnard faculty members hold Columbia appointments; another has to do with the sharing of resources at the undergraduate level and the opportunities for coeducational experience under the present arrangements.

None of these problems is insolvable but accommodation to the complex inter-relationship between Barnard and Columbia requires an open and continuing dialogue at the administrative level as well as at faculty and Board levels. Indeed no permanent solutions are likely to be found unless the two administrations can work cooperatively together for the long term.

It is evident from what I have said that the presidency of Barnard poses a very special challenge. Not only are we seeking a person with the usual human qualities which one would like in a college president and with familiarity with that part of the academic world which concerns itself with undergraduate education, but we need someone who is a skilled negotiator as well. This means someone mature in attitude if not in years, comfortable working with others, capable of dealing with conflict without personalizing it, and willing to accept some administrative ambiguity so long as it does not interfere with the mission of the College. These are qualities much more important at this time than formal management skills.

The Search Committee would be most grateful for any help you can give us. We welcome advice -- even criticism -- and we would appreciate the names of candidates you think would be suitable for the Presidency of Barnard.

Sincerely,

Bob
Robert H. Ebert, M.D.

Chairman of the Presidential Search Committee

RHE:baj